

ADMINISTRATIVE INTERNAL USE ONLY

PERS 79-6765 PERS 79-610

Approved For Release 2001/05/01 : CIA-RDP82-00357R000900130054-4

DD/A Registry
79-0534/33

28 NOV 1979

Executive Registry
79-2263/2

STATINTL

MEMORANDUM FOR: Deputy Director of Central Intelligence  
THROUGH: Deputy Director for Administration  
FROM: Harry E. Fitzwater  
Director of Personnel  
SUBJECT: Evaluation of the SIS System  
REFERENCE: Senior Intelligence Service Plan, dtd 27 Sep 79

1. Action Requested: Recommendations are contained in paragraph 4 for your approval.

2. Background: Sub-system 9 of the Senior Intelligence Service (SIS) Plan provides for the evaluation of both the SIS operating program and its management. One of the Plan's requirements is that a statement outlining an SIS evaluation program be submitted for your review and approval by 30 November 1979.

3. Staff Position: Before a complete evaluation of a personnel program can properly be made, a sufficient period of time must be allowed to permit the program's full implementation. This period includes the time necessary for program modifications or adjustments made by management to better fit the program into the organization's overall personnel management system.

Certain questions relative to how SIS works in conjunction with other elements of the personnel system should be addressed relatively early in the implementation process because of the possible need to move quickly to deal with potential problems. Initially the evaluation effort should be directed toward determining how well the SIS Program melds with the Agency's personnel system as a whole. In effect, the Office of Personnel's Management Evaluation Staff should verify how well the SIS Plan is introduced; how well it functions during its first year or so of operation; and how it impacts on other personnel programs.

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Assuming that no major issues need be addressed during this initial monitoring period, the SIS Plan should be permitted to operate for an extended period before a thorough program review is made. In fairness to the new SIS Plan itself a period of at least two years should be set aside for its operation before seriously submitting the Plan to critical examination. There are two basic reasons for this: first the SIS performance appraisal and compensation systems are new and a period of adjustment is required since they represent rather significant departures from past management practices relative to executive level employees. Secondly, because these systems are new, SIS members will necessarily experience some anxiety which could impede their ability to accept and adjust to Plan requirements. In addition, a substantially revised Senior Officer Development Program will be introduced as part of the SIS Plan and this also warrants a testing period prior to its evaluation. This new executive development program expands the currently used Personnel Development Program (PDP).

4. Recommendations: It is recommended that:

a. The Office of Personnel monitor the SIS Plan's implementation, examine how well the Plan operates during its first year, and report its findings to the DDCI. Should matters of significant concern be identified during this period, the Office of Personnel will recommend immediate action, as appropriate.


b. Following this implementation period; i.e., during the Fall of 1981, the Office of Personnel undertake a comprehensive evaluation of the effectiveness of the SIS Plan. This evaluation will include an assessment of:

- (1) the management of the SIS Plan;
- (2) the Senior Officer Development Program;
- (3) the SIS performance appraisal system;
- (4) the SIS competitive promotion process; and
- (5) the SIS compensation and award system.

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In accomplishing this assessment, the Office will use accepted personnel management evaluation methodology including the use of surveys to analyze employee perceptions; the statistical analysis of personnel data; interviews with responsible program officers; and the review of information and reports provided by SIS Plan managers.

STATINTL

  
Harry E. Fitzwater

Recommendation a is: ☒ Approved ☐ Disapproved

Recommendation b is: ☒ Approved ☐ Disapproved

14 DEC 1979

  
Deputy Director of Central Intelligence

Date

Distribution:

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## ROUTING AND RECORD SHEET

77-2263/7

SUBJECT: (Optional)

FROM: Harry E. Fitzwater  
Director of Personnel  
5E 58 Hqs.

EXTENSION

6825

NO.

PERS 79-6265

DATE

28 NOV 1979

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer to the  
DDA  
7D 18 Hqs.

2.

3. Associate Deputy Director  
for Administration  
7D 18 Hqs.

4.

5. Deputy Director for  
Administration  
7D 18 Hqs.

6.

7. Executive Registry  
7E 12 Hqs.

8.

9. Deputy Director of  
Central Intelligence  
7E 12 Hqs.

10.

DD Personnel

17 DEC

11. Director of Personnel  
5E 58 Hqs.

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